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U. S. DEPARTMENT
OF AGRICULTURE
Soil Conservation Service

PERSONNEL ADMINISTRATION AND PERSONNEL TRAINING
A SELECTED LIST OF REFERENCES

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Soil Conservation
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INTRODUCTION

In preparing the bibliography on personnel administration and training, the compilers sought those kinds of articles which they believed to be most interesting and profitable reading to workers in the Soil Conservation Service.

There has been a very large increase in the number of books, pamphlets, and published articles pertaining to personnel work during the last five years. As it seemed impracticable to abstract and include in this list all of the materials which have been written, selections have been made which appear to be most complete and most outstanding in this field of work. It was considered desirable, in the compilation of the abstracted articles, to arrange them in some order which would permit readers to find, in a very short time, the particular group of subjects in the field of personnel management in which they were most interested. The material is, therefore, divided according to subject matter and is grouped under the headings of Classification, Employee Relations, Office Management, Personnel Administration, Placement, Rating, Recruitment, Safety and Health, and Training.

Another feature of this bibliography which it is hoped will make it of greater use are the abstracted statements of each article cited. A careful review of the statements included in the bibliography will be an aid in determining which of the publications listed contains the information best suited to your needs.

The compilers have been assembling materials for the past two years hoping to assist you in further training yourselves to cope with the problems in the field of personnel management.

H. L. Buckardt
Head, Training Section

FOREWORD

This bibliography does not claim to be exhaustive but it does include all references accessible to the compiler which have some application to the personnel work of the Soil Conservation Service. All references cited have been examined and are known to be available in either the Library of the U.S. Department of Agriculture or the Library of Congress. For convenience, library call numbers follow the citations for all books or periodicals in the U.S. Department of Agriculture. Those in the Library of Congress are designated by L.C.

Users of this bibliography are also referred to numerous others which cover various aspects of personnel management. A representative list is as follows:

BIBLIOGRAPHIES

American management association. The management index, a subject index to publications of the American management association, Jan. 1923-Jan. 1932. 92pp. New York, American management association [1932] L.C.

----- Supplement, Feb. 1932-May 1934. 10pp. New York, 1934. L.C.

Amos Tuck school of administration and finance, Dartmouth College. Reading list on business administration. 3d ed., 62pp. Hanover, N.H. [1937] 241.3 D25 Ed.3

Berg, R.M. Bibliography of management literature (up to January 1931) compiled under the direction of the A.S.M.E. management division. 142pp. New York, The American society of mechanical engineers [1931] L.C.

----- Supplement to management bibliography (covering 1931-1935) 88pp. New York, 1937. L.C.

Culver, D.C. Training for public service; a bibliography. 48 numb. 1., mimeogr. Berkeley, University of California, Bureau of public administration, 1937. L.C.

Cushman, Frank. Bibliography on foreman training; a selected and annotated list of references on recent books, pamphlets and magazine articles. U.S. Fed. Bd. Vocat. Ed. Bul. 128. Trade and Indus. Ser. 35. 29pp. Washington, U.S. Govt. print. off., 1928. 173 V85B no. 128

Greer, Sarah. Bibliography of civil service and personnel administration. 143pp. New York, McGraw-Hill book co., inc., 1935. (Commission of inquiry on public service personnel. Monograph no. 1) L.C.
Partial contents: Personnel problems, pp. 9-28; Health and safety, pp. 71-78; The Civil Service (by countries), pp. 91-127.

Industrial relations counselors, inc. Library. Job analysis and its allied activities; a classified and annotated bibliography. 59pp. New York, Industrial relations counselors, inc. [1932] L.C.

Institute of government.University of Southern California,Los Angeles.
[Bibliographies] 8 nos.,mimeogr. University Park,Los Angeles,
The University of Southern California,1938-1939. 241.3 In74
Contents: 10th session. In-service training;Office management;
Organization and management; 11th session. Employment:place and in-
surance as a government problem;Government correspondence and report
writing;In-service training;Office management.Organization and man-
agement.

[Jones,E.D.] Bibliography of employment management. U.S.Fed.Bd.
Vocat.Ed.Bul.51. Employment Mangt.Ser.9. 119pp. Washington,
U.S.Govt.print.off.,June 1920. 173 V85B no.51

Lewis,M.R. Practical training for public service,a bibliography.
Pub.Servant 2(15/16):225-236. June/Sept.1917. L.C.

Milwaukee municipal reference library. Bibliography on pre-entry
and in-service training for government service.All items listed to
be found in the Municipal reference library,Eleanor Granger,Assistant,
Lucile M.Perry,Cataloger. 10 numb.1.,mimeogr. Milwaukee,1938 241.3 M64
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Newark,N.J. Free public library.Business branch. The business bookshelf:
a list based on use,compiled by Marian C.Manley and Mary E.Hunt...
75pp. Newark,N.J.,The Public library,1935. L.C.

Roe,J.W. General reading in personnel administration;arranged by
topics. Jour.Engin.Ed.20:493-506. Jan.1930. L.C.

Rossi,W.H.and Powers,D.I.,comps. Personnel administration. 365pp.
Baltimore,Williams & Wilkins,co.,1925. L.C.

U.S.Bureau of foreign and domestic commerce.Division of business review.
Some references on office management. 3pp.,mimeogr. Washington,
D.C.,[1938] 157.55 So52

U.S.Bureau of foreign and domestic commerce.Division of business review.
Some references on personnel management(basic information sources)
prepared by Ruth C.Leslie. 4pp.,mimeogr. [Washington,D.C.,
1938] 156.55 So53

U.S.Home owners' loan corporation.Personnel department. A bibliography
on employee relations.Selected books,pamphlets and magazine articles
published in recent years and compiled with the intention of aiding
those who work together in the corporation to achieve the most effective
and harmonious relationships. 26 numb.1.,processed. Washington,D.C.
Aug.1,1939. 173.2 H752 Be

U.S.Home owners' loan corporation.Personnel department. A bibliography
on personnel and related subjects... 25 numb.1.,mimeogr. Washing-
ton,D.C.,1938. 173.2 H752Bi

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U.S. Library of congress. Division of bibliography. A list of references on the civil service and personnel administration in the United States: federal, state and local, compiled by Ann Duncan Brown. 91pp., mimeogr. Washington, D.C., Nov. 6, 1936. 241.3 Un3Ci 1936

U.S. Library of congress. Division of bibliography. A list of references on the civil service and personnel administration in the United States, federal, state and local (supplementary to the mimeographed list of 1936) compiled by Ann Duncan Brown... 55pp., mimeogr. [Washington, D.C.] 1939. 241.3 Un3Ci 1939

U.S. Library of congress. Division of bibliography. A selected list of recent bibliographies on employment management, by Grace Hadley Fuller. 8pp., mimeogr. [Washington, D.C.] 1938. SCS Library Bib. File

U.S. Office of education. Bibliography on foreman improvement: selected and annotated list of references, including books, pamphlets and magazine articles. U.S. Off. Ed. Vocat. Ed. Bul. 128. 34pp. Washington, U.S. Govt. print. off., 1935. 173 V85B no. 128

University of the state of New York. Selected bibliographies for commercial education, forums, general education, homemaking, recreation, vocational, worker's education. Adult education in service training. 106 numb. l., mimeogr. Rochester, N.Y., Sept., 1938. L.C.
Lettered on cover: Under the direction of Rochester board of education department.
Office management, filing and secretarial training, leaves 6-7.
Selected bibliography on forums, leaves 36-39.

Wisconsin. Free library commission. Traveling library department. Books for your business; a selected list. 44pp. Madison, Wisconsin free library commission, 1929. L.C.

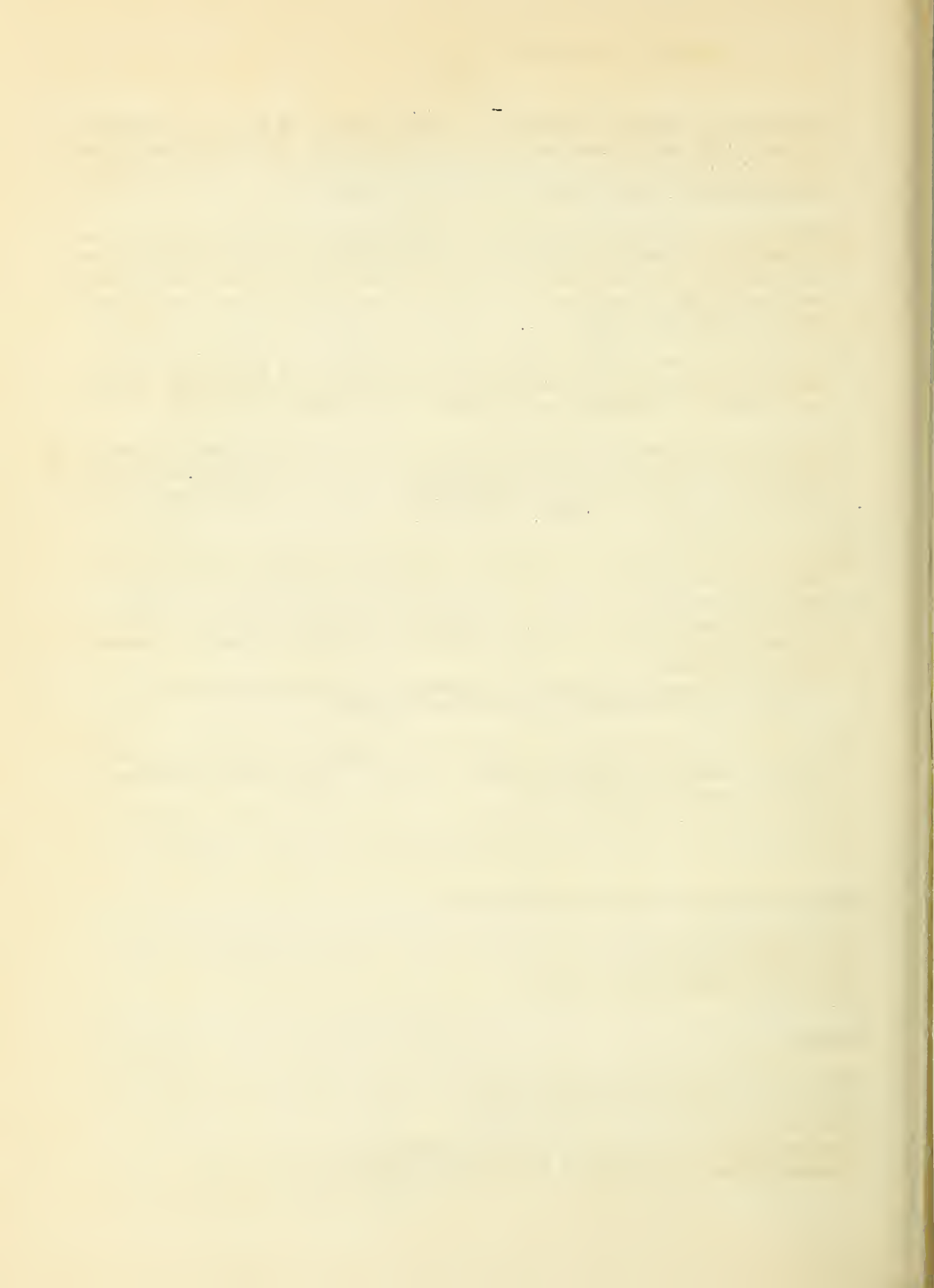
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Card catalogs of the following libraries:

Library of Congress
U.S. Department of Agriculture
U.S. Soil Conservation Service

Indexes:

Agricultural Index, 1916-May 1940
Education Index, July 1935-May 1940
Industrial Arts Index, 1933-May 1940
Public Affairs Information Service, 1915-May 1940
Readers Guide to Periodical Literature, 1900-May 1940



PERSONNEL ADMINISTRATION AND PERSONNEL TRAINING

A Selected List Of References
Compiled by Mildred Benton, Librarian
Soil Conservation Service

CLASSIFICATION

1. Atkins, P.M. Employee specifications; establishing standards similar to those used in the purchase of materials. Indus. Mangt. 68(2):115-118. Aug. 1924. 290.8 En32
"In a sense, the employment manager corresponds roughly with the purchasing agent; being concerned, however, with men and not with materials.
"It must be realized that while human beings cannot be treated in the same fashion as materials, nevertheless, the setting of standards for workers, and their incorporation in the form of specifications, does not mean that the workers must necessarily be considered in any such light."
2. Baruch, Ismar. Facts and fallacies about position-classification. Civ. Serv. Assembly of the U.S. and Canada. Pam. 10. 25pp., processed. Chicago, Civil Service Assembly of the United States and Canada, 1937. L.C.
3. Bills, M.A. Methods for classifying the jobs and rating the efficiency of clerical workers. Jour. Personnel Res. 1(8&9): 384-393. Dec. 1922, Jan. 1923. 280.8 J824
This article describes an experiment in job classification, personnel rating and salary adjustment in a clerical force.
4. Civil service assembly of the United States and Canada. Classification and compensation plans, their development, adoption and administration. A report prepared by a section of the Civil service assembly of the United States and Canada and adopted by that body at its annual meeting held in Denver in September, 1928. Civ. Serv. Assembly. Tech. Bul. 1. 24pp. Washington, D.C., Published jointly by the Civil service assembly of the U.S. and Canada and the Bureau of Public Personnel Administration, Nov. 1928. 249.39 C49 no. 1.
5. Classification and compensation of some 100,000 positions in the federal service of the United States excepted from the provisions of the personnel classification act. Pub. Personnel Studies 4(3):86-93. Mar. 1926. 280.8 P96
6. Griffenhagen, E.O. The principles and technique of preparing an occupational classification of positions in the public service. Pub. Personnel Studies 2(8):240-253. Nov. 1924. 280.8 P96
7. Mayer, P.M. Facing the federal classification problem. Personnel Admin. 1(9):1-4. May 1939.
A discussion of problems and benefits involved in the change in the Federal service from its "present grading system to a true classification of position!"

8. Meine, Franklyn. Job specifications. U.S.Fed.Bd.Vocat.Ed.Bul.45. Employment Mangt.Ser.3. 63pp. Washington, U.S.Govt.print.off.,1919. 173 V85B no.45
Very comprehensive discussion of the purposes of job analysis and job specifications.
9. Orear, S.T. Classification in an operating agency. Personnel Admin.2(2):1-6. Oct.1939. 249.33 F43
In this, the first of two articles, the writer tells of several innovations in classification procedure. Attention is directed to the "position analysis form" and the "class definition".
10. Roberts, E.B. Position analysis and classification. Mangt.Rev.24(7): 195-210, illus. July 1935. 280.9 V312
Outlines the principles developed and applied by the Westinghouse Electric and Manufacturing Company in analyzing jobs in the clerical, supervisory and executive groups.
11. Telford, Fred. The classification and salary standardization movement in the public service. Amer.Acad.Polit.and Social Sci. Ann.113(202):206-215. May 1924. 280.9 Am34
12. Telford, Fred. Methods of developing and administering classification and compensation plans in the public service. Amer.Acad.Polit. and Social Sci.Ann.113(202):254-261. May 1924. 280.9 Am34
13. Telford, Fred. The Telford classification manual. How to make and use an occupational classification of the positions in a public or commercial organization. 135 numo.1, mimeogr. Washington, D.C., The author, c1937. 249.3 T23
14. U.S.Civil service commission. Classification statutes. 28pp. Washington, U.S.Govt.print.off.,1935. 165 C562
15. U.S.Congress.House.Committee on the civil service. The law and the personnel classification board. Hearings before the Committee on the civil service, House of representatives, sixty-eighth Congress, first session, on H.R.6896. February 25, 26 and 29, March 1, 1924. 146pp. Washington, U.S.Govt.print.off.,1924. 283 Un37
16. U.S.Personnel classification board. Class specifications for positions in the departmental service as prescribed by the Personnel classification board in accordance with section 3 of the classification act of 1923. 156pp. Washington, U.S.Govt. print.off.,1924. 283 Un39
17. U.S.Personnel classification board. Closing report of wage and personnel survey. 404pp., tables. Washington, U.S.Govt.print.off.,1931. 283 Un39C
18. U.S.Personnel classification board. Preliminary class specifications of positions in the field service. Field survey division. Personnel classification board. 1327pp. Washington, U.S.Govt.print.off.,1930. (P.C.B.form no.18) 283 Un39P

EMPLOYEE RELATIONS

19. Agger, Carol. The government and its employees. Yale Law Jour. 47(7):1109-1135. May 1938. 274.008 YL
An attempt at a "dispassionate analysis of the problems confronting government employees".
20. Allen, W.R. Qualities executives need. Nation's Business 25(7): 27-28. July 1937. 286.8 N212
Suggests several tests for management to meet.
21. Bartlett, F.C. The social psychology of leadership. Natl. Inst. Indus. Psychol. Jour. 3(4):188-193. Oct. 1926. 140.8 N21
In his discussion, the writer distinguishes and compares three types of leader - the institutional, the dominant, and the persuasive - and discusses the relation of each type to the group which he leads.
22. Beckman, R.O. What are the thoughts of personnel men? Personnel Jour. 14(10):372-374. Apr. 1936. 280.8 J824
A few heard and overheard remarks about workers reported by the WPA consultant on training.
23. Bingham, W.V. Administrative ability, its discovery and development. Soc. Personnel Admin. Pam. 1. 17pp., processed. Washington, D.C., Apr. 1939. 249.39 Sol no. 1
24. Board, S.S. Appraising executives. Soc. Adv. Mangt. Jour. 3:155-160. Nov. 1938. 280.8 Sol22
By the Chief, Division of Qualification and Training, Office of Personnel, U.S. Dept. of Agriculture.
25. Bruere, H.J. and Pugh, Grace. Profitable personnel practice. 454pp. New York, Harper & bros., 1929. L.C.
"Selected bibliography," pp. 428-440.
Covers such phases of personnel management as health protection, vacations, organized recreation, sharing ownership and savings plans.
26. Corson, J.J. and Smith, I.M. Federal policies on employee relations. Personnel Jour. 18(4):151-159. Oct. 1939. 280.8 J824
"Bibliography," p. 159.
"At least thirteen federal agencies now have written statements of policy in labor relations. Others are drafting them. This article analyses the written statements of policy so far available. Federal agencies may not enter into the usual form of labor agreement with unions."
27. Corson, J.J. Keeping employes informed. Personnel Admin. 2(4):9-10. Dec. 1939. 249.38 P43
"The average employe of a Federal department is almost completely in the dark about what is going on in his own agency, and often he has only the vaguest notion concerning even the

agency's over-all purposes. Practically nothing has been done to relieve this condition in most departments but two or three are showing the way with the publication of employee handbooks, orientation lectures, and after-hour courses. A new and interesting departure along this line is discussed in the article below. Mr. Corson is director of the Bureau of Old Age and Survivors Insurance in the Social Security Board."

28. Craig, D.R. and Charters, W.W. Personal leadership in industry. 245pp. New York, McGraw-Hill book co., inc., 1925. 249.3 C84
Especially good for persons who are interested in analyzing their characteristics with a view to improving their personalities as supervisors.
29. Dimock, M.E. Potential incentives of public employment. Amer. Polit. Sci. Rev. 27(4):628-636. Aug. 1933. 280.8 Am33
Encourages "a positive philosophy" as being preferable to a "negative attitude" toward the incentives of public service.
30. Fitch, J.A. Making a job worth while. Survey 40(4):87-89. Apr. 27, 1918. 280.8 C37
Practical suggestions for employers.
31. Halsey, G.D. How to be a leader. 219pp. New York, Harper & bros., 1938. L.C.
"Another book on self development well arranged, and analyzed with many suggestions for further reaching. Specific and practical in treatment, on the whole a good workmanlike job if not too inspiring."
32. Hopner, H.W. Human relations in changing industry. 671pp., illus. New York, Prentice-Hall, inc., 1934. 249.3 H41
33. Hoyel, Carl. Human-relations manual for executives. 253pp. New York, McGraw-Hill book co., inc., 1939. 249.3 H51
Beginning with problems of getting along with people, the book relates in ensuing chapters to the development of the working force and of first-line supervision; to the stimulating of best performance; to making work easier and safer; and to paying employees. Final sections deal with problems of dismissal and of improving management employee understanding.
34. Hodson, William. When you work for the government. Survey Mid-monthly 75(11):331-334. Nov. 1939. 280.8 C37
The writer contends that the establishment of a sound employer-employee relationship offers the best assurance for the public to get the best possible service from its servants.
35. Meinc, F.J. Personal relations in business. A functional conception from the point of view of the general manager. Personnel Jour. 8(3):245-252. Dec. 1929. 280.3 J824
This paper presents a general, systematic conception of personnel relations equally useful in all branches of business. In part I the point of view, functional and management, is sharply

defined against a background of two other leading points of view in this field: the social and the individual. The second part lists in uniform phrasing the major personnel functions and subfunctions with specific personnel activities found in carrying out those functions. This analysis provides an orderly outline and check-list, and it also serves to interpret specifically what is meant by the general concept. Part III points out the various uses to which the conception and outline can be put in business, research and teaching."

36. Melton, P.W. Employee relations in federal service. Personnel Jour. 17(3):96-101. Sept. 1938. 280.8 J824
"The President has said 'all government employees should realize that the process of collective bargaining, as usually understood, cannot be transplanted into the public service.'"
37. Orchard, C.R. Credit unions for government employees. Civ. Serv. Assembly of the U.S. and Canada. Pam. 1. 13pp., processed. Chicago, Civil service assembly of the United States and Canada, 1936. 284 Or1
38. Overstreet, H.A. Influencing human behavior. 296pp. New York, People's institute publishing co., 1925. 140 Ov3
Gives many practical hints on improving one's personality. Psychology in a popular manner.
39. Rahn, A.W. Your work abilities; how to express and apply them through man power specifications. 134pp. New York, Harper & Bros., 1936. L.C.
40. Raphael, W.S. Grievances - their ascertainment and alleviation. Human Factor 11(3):91-96. Mar. 1937. L.C.
Describes the methods whereby the causes of discontent can be discovered and alleviated by means of confidential interviews.
41. Roethlisberger, F.J. and Dickson, W.J. Management and the worker; an account of a research program conducted by the Western electric company, Hawthorne Works, Chicago... written with the assistance and collaboration of Harold A. Wright... 615pp., illus. Cambridge, Mass., Harvard university press, 1940. 249.3 R74
42. Schell, E.H. and Gilmore, F.F. Manual for executives and foremen. 185pp. New York, McGraw-Hill book co., inc., 1939. 249 Sch2M
Gives step-by-step procedures for improving the departmental process, the work place, the work, the attitude of employees, and the control of quantity, quality, equipment and storage.
43. Scott, W.D. Increasing human efficiency in business. New and enl. ed., 364pp. New York, The Macmillan co., 1923. L.C.
44. Slocombe, C.S. Psychology of cooperation. Personnel Jour. 16(10): 325-332. Apr. 1938. 280.8 J824
The author emphasizes the importance of a cooperative attitude among employees.

45. Slocombe, C.S. Unofficial boss. Personnel Jour. 17(4):133-139.
Oct. 1938. 280.8 J824
"In every group of workers there is always one man who is the unofficial boss."
The writer suggests that personnel men might well give much more attention to these unofficial bosses.
46. Slocombe, C.S. Workers as individuals. Personnel Jour. 15(5):168-175. Nov. 1936. 280.8 J824
Cites three successful methods which have been developed for increasing employer-employee cooperation.
47. Tead, Ordway. The art of leadership. 308pp. New York, Whittlesey house, McGraw-Hill book co., inc. [1935] 249.3 T222A
48. U.S. Tennessee valley authority. Personnel department. Principles of the TVA employee relationship policy and their application, by Gordon R. Clapp... 17 numb. 1., mimeogr. [Knoxville?] 1937. 173.2 T25Pr
49. Viteles, M.S. Science of work. 442pp. New York, W.W. Norton & co., inc. [1934] L.C.
Bibliography, pp. 415-436.
Sketches many of the contributions which industrial psychology has made in matching people with occupations, acquiring skill on the job, avoiding fatigue, salvaging misfits and in making work worth while.
50. Westwood, H.C. The "right" of an employee of the United States against arbitrary discharge. George Washington Law Rev. 7: 212-232. Dec. 1938. 274.008 G29
51. Wright, Milton. Getting along with people. 310pp. New York, McGraw-Hill book co., inc. [1935] 140W93
52. Wright, Milton. Managing yourself. 319pp. New York, Whittlesey house, McGraw-Hill book co., inc., 1938. 140 W93M
Suggestions for improving personal ability such as how to concentrate, strengthening your memory, organizing yourself, how to think straight, managing other people and getting things done.
53. Yoder, Dale. Personnel and labor relations. 644pp., illus. New York, Prentice-Hall, inc., 1938. 249.3 Y7
"Collateral reading" at end of all but two chapters.
54. Your civil and uncivil servants, by one of them. Harper's Mag. 174(1043): 502-508. Apr. 1937. 110 H
Same abridged: Reader's Digest 30:95-98. May 1937.

OFFICE MANAGEMENT

55. Active executives handbook;a practical manual of correct usage in business,official,and social activities;edited by William Joseph Pelo. 482pp. Philadelphia, John C.Winston co., [cl937] 200 Ac8
56. Allen,E.F.and Meado,Marianne. The secretary's encyclopedia.A modern guide to good form. 289pp. New York and Cleveland, The World syndicate pub.co.,cl938. 200 A154
57. Appley,L.A. Administrative organization in business and industry. Mech.Engin.[New York].62(4):278-282. Apr.1940. 291.9 Am3J
58. Aurner,R.R. Effective business correspondence. 624pp.,illus. Cincinnati, South-western pub.co.,[cl933] L.C.
Division I.Fundamentals of business writing.
Division II.Effective forms of business letters.
59. Balderston,C.C. Management of an enterprise. 470pp.,illus. New York, Prentice-Hall,inc.,1935. 249 B19
"Selected bibliography,pp.457-461.
60. Benge,E.J. Cutting clerical costs. 327pp. New York, McGraw-Hill book co.,inc.,1931. L.C.
Gives a great many practical suggestions on how to improve the operation of office routines.It also deals with such things as job analysis,working conditions,lighting,forms, selection and training of clerks and rating.
61. Benge,E.J. Office economics. 151pp. New York, Ronald press, [cl938] 249.2 B43
Practical presentation of office economics.Chapter divisions: Form,personnel,methods,equipment and supplies.
62. Bloomfield,Daniel,comp. The modern executive. 266pp.,charts. New York, H.W.Wilson co.,1924. In U.S.Forest Service Library, Atlanta,Ga.
Bibliography,pp.ix-xv.
A compilation of articles "devoted to the executive,his place in management and how executive ability may be recognized and developed."
63. Boone,Anne. Modern business letter writing. 251pp. New York, Ronald press[cl937] L.C.
This book offers a practical system for rapidly acquiring skill in constructing good letters.It is not general but detailed.All examples,formulas and suggestions are specific, and clearly show the correspondent why the faults they illustrate are detrimental to his letters and how he may correct them.
A book for the executive rather than the secretary.

64. Burgess C.F. Why our employees keep diaries. System 63(6):286-287, illus. June 1934. 280.8 Sy82
For 24 years employees at the Burgess Laboratories have kept daily notebooks, recording observations, ideas and happenings of each working day which have been an invaluable investment.
65. Clapp, J.M. Doing business by letter; a complete guide. 2 v., illus. New York, Ronald press co., cl935; L.C.
V.1. Methods and principles.
V.2. Selected illustrative letters.
66. Davis, Roy, Lingham, C.H. and Stone, W.H. Modern business English. 476pp., illus. Boston, Ginn and co., cl933; L.C.
Appendix D. List of books for reference and reading, pp. 470-471.
"In brief, the book is simply an application of the fundamental laws of composition to such types of expression as are likely to be useful to a person in his everyday contacts with the business world."
67. Dicksee, L.R. and Blain, H.W. Office organization and management, including secretarial work. 10th ed., 310pp., illus. London, Sir Isaac Pitman & sons, ltd., 1935. L.C.
Written from the English viewpoint.
68. Duddy, E.A., Frailey, L.E. and Cradit, R.V. Business correspondence and office management. 124pp., illus. Chicago, American technical society, 1938. L.C.
The first part of the book is devoted to the technique of the business letter, with many sample suggestions.
The second part deals with office equipment, filing methods and principles of organization and management of an office.
69. Duddy, E.A. and Freeman, M.J. Written communication in business. 527pp. New York, American book co., 1936. L.C.
"A well arranged textbook for graduate students analyzing the various types of written communication. The problems to be solved, the materials for use and the methods of procedure are considered from a broad standpoint. Excellent reading references follow each chapter."
70. Ferry, A.W. Art of being a good boss. Nation's Business 25(12): 36-38, illus. Dec. 1937. 286.8 N212
71. Fuller, W.D. Application of scientific principles to office management. Taylor Soc. Bul. 4(3): 8-28. June 1919. 280.8 T21B
72. Galloway, Lee. Office management; its principles and practice; covering organization, arrangement, and operation, with special consideration of the employment, training and payment of office workers. 701pp., illus. New York, The Ronald press co., 1918. 280 G13

73. Gardiner, G.L. Practical office supervision. 295pp. New York, McGraw-Hill book co. inc., 1929. 280 G16
"A book of unique distinction in the field of office management." Recommended for those who expect to read only one or two books on the subject.
74. Gowin, E.B. Developing executive ability. 486pp., illus. New York, The Ronald press co., 1919. 249.3 G74D
Helpful to those who wish to develop personal efficiency.
75. Gowin, E.B. The executive and his control of men. 349pp., illus. New York, The Macmillan co., 1919. 249.3 G74
"Readings" at end of each chapter.
Professor Gowin's study has three main divisions. The executive is first considered as an individual. Both his physical and mental qualities are analyzed and compared with those of ordinary men. In Part II the working methods of a leader are discussed. Various means of stimulating and controlling men are passed in review. The remaining portion of the book is devoted to "Limits Upon the Executive". The reactions of his co-workers either increase or limit his power, and it is the problem of Part III to show how the successful executive can overcome apathy or opposition in his working force and secure their best efforts.
Chapter XIX deals with various methods in use for instructing employees.
76. Grady, J.F. and Hall, Milton. When government writes to its citizens. Pub. Opinion 3(3):463-468. July 1939. 280.3 P962
A discussion of the importance to government agencies of well-written letters in building good will and in helping to make the entire program of their agencies more effective.
77. Grady, J.F. Writing effective government letters. 59 numb. 1., processed. Washington, D.C., The School of public affairs of the American university, 1938. 200 975
78. Hall, Milton. Training for better letter writing. Personnel Jour. 17(6):226-232. Dec. 1938. 280.8 J824
Letter writing training program developed and followed through in the Farm Credit Administration.
79. Hall, Patricia and Locke, H.W. Incentives and contentment; a study made in a British factory. New York, Sir Isaac Pitman & sons, Ltd., 1938. L.C.
The human side of a job, according to this study, is a decidedly important one to consider, for healthy work incentives bring about contentment and interest.
80. Harris, G.L. Business offices; opportunities and methods of operation. 238pp. New York, Harper and bros., 1935. L.C.
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"The first nine chapters of this report are almost entirely factual.They summarize information obtained in the field and at the conference table.In contrast,the comments with reference to minimum wages,wage agreements running for long term periods and the social significance of wage determination present the author's views of those matters."
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A readable and practical book on public speaking, written from the viewpoint of scientists and technologists, and showing how characteristic faults in public speaking may be removed.
The book is thorough, covering not only diction, organization

of material and platform technique, but also especially important helps for the technical speaker on how to use the black-board, charts, and exhibits; how to use material meant for distribution among the audience; how to give a lecture with lantern slides and how to meet interruptions and answer questions.

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"This book attempts to bring together successful personnel practices and to point out the possibilities in centralization of activities."
There are chapters on job analysis, organizing the personnel department, the employment process, methods of rating ability, education and training, health supervision, employee representation, record keeping in the personnel department and personnel research.
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"From a large mass of scattered papers, articles, and addresses which have made the literature of management in its human relations phases a source of interest and practical benefit... the present volume is compiled." --Intro.
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"This book aims to instruct the embryo executive in the development of his own personal qualities. Its main purpose is to invite this individual to weigh his own personality, study it and provide means of improvement and development."
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"The first part treats the existing personnel at the centers of the departments...
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This is a revised edition of An introduction to business.
176. Mayo, Elton. The human problems of an industrial civilization. 194pp., illus. New York, The Macmillan co., 1933. L.C.
Gives an illuminating view of causes for fatigue and unrest. The book is not specifically related to office supervision but to general trends in American life which affect workers of all sorts.
177. Meriam, Lewis. Personnel administration in the federal government; an examination of some pending proposals. 62pp. Washington, D.C., The Brookings institution, 1937. 280.9 B79 no. 19
178. Meriam, Lewis. Public personnel problems from the standpoint of the operating officer. 440pp. Washington, D.C., The Brookings institution, 1938. 249.3 M54
179. Meriam, Lewis. Public service -- occupation or industry? Amer. Polit. Sci. Rev. 32(4):718-723. Aug. 1938. 280.8 Am33
See also article by W.E. Mosher, on same subject, entitled "The profession of public service."

180. Miriam, Lewis. Standardization in public personnel administration. Amer. Federationist 37(2):200-205. Feb. 1930. L.C.
181. Metcalf, H.C., ed. Business leadership. 357 pp. New York, I. Pitman & sons, 1931. 249.3 M56
"A stimulating volume of brief essays that discuss from twenty-two different points of view the elements of leadership, the qualities that make for leadership and its biology and philosophy."
Not easy reading but illuminating.
182. Metcalf, H.C., ed. Business management as a profession. 389 pp., diagrs. Chicago and New York, A.W. Shaw co., 1927. 249 M56B
Contains many interesting articles by leaders on this subject. It shows how business management is becoming a profession in that it is developing professional standards of responsibility towards all parties engaged in it.
A book for advanced reading.
183. Metcalf, H.C., ed. The psychological foundations of management. 309 pp. Chicago and New York, A.W. Shaw co., 1927. L.C.
"Selected reading list", pp. 299-302.
According to the editor, "the present volume represents an earnest effort to analyze some of the fundamentals of a humanized business administration". Discussions are contributed by Henry S. Dennison, C.S. Yoakum, John A. Garvey, H.S. Person, M.P. Follett, Walter V. Bingham, Elton Mayo and H.A. Overstreet.
184. Metcalf, H.C., ed. Scientific foundations of business administration, by H.A. Overstreet, O.W. Caldwell, Thomas Nixon Carver... and others, ... 341 pp. Baltimore, The Williams & Wilkins co., 1926. 249 M56
185. Mosher, W.E. Personnel administration in the federal government. Acad. Polit. Sci. New York, Proc. 9(4):710-722. Jan. 1922. L.C.
186. Mosher, W.E. Personnel: the executives responsibility. Natl. Munic. Rev. 25(5):263-288. May 1936. 280.8 N21
"This paper aims to make a contribution to the developing science of public management. It springs from the conviction that there is no more promising field for municipal progress than that of raising standards of personnel efficiency, and further that no problem of comparable importance has been so consistently overlooked by those interested in improving public administration."
The theme of the article is developed in the book "Public Personnel Administration", by W.E. Mosher and J.D. Kingsley.
187. Mosher, W.E. The profession of public service. Amer. Polit. Sci. Rev. 32(2):332-342. Apr. 1938. 260.8 Am33
This article should be read in connection with one by Lewis Meriam entitled "Public service - occupation or industry".

188. Mosher, W.E. and Kingsley, J.D. Public personnel administration. 588pp. New York, Harper & bros., 1936. 249.3 M85
"A comprehensive study of the present status of public personnel administration with an impressive number of foot notes and appended references. The variation of federal and state civil service problems and procedure are noted at length. Decidedly heavy going but apparently the last word in complete reference to practice and literature."
189. Mosher, W.E. Public service as a career. Amer. Acad. Polit. and Social Sci. Ann. 169:130-143. Sept. 1933. 280.9 Am34
190. Niles, H.E. and Niles, M.C.H. Assistance in coordination. Personnel 15(1):26-38. Aug. 1938. 280.8 P43
"Coordination in management becomes more difficult and necessary with increase in the size of an enterprise and progressive specialization. As aids to coordination, this study recommends a clear conception of the nature of divisions of functions and authority; a thoughtful determination of the scope of direct supervision; and development of 'staff assistants' who possess a broad knowledge of departmental functions."
191. Pasdermadjian, H. The planning staff in administrative management. Plan Age 5(3):84-95. Mar. 1939. 280.3 P694
192. The personnel problem in the public service. Preliminary report of the conference committee on the merit system. Pub. Personnel Studies 4(1):1-44. Jan. 1926. L.C.
The report is divided into the following parts: I. The magnitude of the personnel problem in the public service; II. The personnel agency as an effective means of handling public employment matters; III. The functions of the personnel agency in the public service; IV. The membership, selection, and form of organization of the public personnel agency; V. The law establishing the public personnel agency and defining its powers and duties and the rules under which it operates; VI. The public personnel agency's work from the point of view of the operating officer and the tax payer.
193. Pfiffner, J. McD. Public administration. 525pp. New York, The Ronald press co., 1935. 280.12 P48
"Selected readings" at end of each chapter.
194. Problems of the American public service; five monographs on specific aspects of personnel administration, by Carl Joachim Friedrich, William C. Beyer, and others. 433pp., illus. New York, McGraw-Hill book co., inc., 1935. 283 F91
Contents. -Responsible government service under the American Constitution, by C.J. Friedrich; Municipal civil service in the United States, by W.C. Beyer; Employer and employee in the public service, by S.D. Spero; Veteran preference in the public service, by J.F. Miller; Personnel practices in business and governmental organizations, by G.A. Graham.

195. Proctor, A.W. Principles of public personnel administration. 244pp. New York, D.Appleton & co., 1921. 280 P94
196. Rees, R.I. Personnel management. 351pp. New York, Alexander Hamilton institute, 1930, L.C.
Chapter headings include the following: The job; Selection and placement; Training and development; Foremanship training; Development of leadership; and The personnel department.
197. Robbins, E.C. Development of personnel records. Harvard Business Rev. 15(3):361-365. Apr. 1937. 280.8 H262
Commends the comprehensive personnel records maintained by the U.S. Government as a basis for studying qualifications for promotion.
198. Rohlfsing, C.C., et al. Business and government. 3d ed., 780pp. Chicago, Foundation press, 1938. 280.12 R63 ed.3
"There is probably no document in existence which more clearly and more thoroughly discusses the new agricultural programs - Agricultural Adjustment Administration, Soil Conservation Service and Farm Security Administration - than does this one in the four chapters which deal especially with government and agriculture." - From review by Dr. C.C. Taylor in U.S.D.A. Office of Personnel Bul. of Personnel Admin. no. 10, p. 5.
199. Rosenstein, J.L. Psychology of human relations for executives. 284pp. New York, McGraw-Hill book co., inc., 1936. L.C.
"The terminology of psychology such as compensation, regression, wishful thinking etc. is applied clearly to employment problems and a course of action based on psychological principles suggested."
200. Schell, E.H. Administrative proficiency in business. 292pp. New York, McGraw-Hill book co., inc., 1936. 249 Sch2A
"A discussion of fundamental abstract principles and practices, valuable to those recently advanced to major executive positions. Sane, penetrating and helpful. A thought provoking book for any in an executive position."
201. Schell, E.H. The technique of executive control. 4th ed., rev. and enl., 231pp. New York, McGraw-Hill book co., inc., 1934. 249.3 Sh4
The author attempts to analyze the problems of the executive in his contacts with subordinates. Chapters are devoted to executive control, executive stimulation, executive duties, executive reading, and difficulties with associates.
202. Scott, W.D., et al. Personnel management, principles, practices, and point of view. 2d ed., 583pp., illus. New York, McGraw-Hill book co., inc., 1931. 249.3 Sco8
The authors have been leading popularizers of the principles of personnel management. This book is more detailed

on certain topics than that of Hulverson, and less complete on others.

203. Scoville, H.F. Using apprentices in the public service. Pub. Mangt. 16(6):171-173. June 1934. L.C.
The writer is convinced that the apprenticeship plan offers great possibilities in the improvement of government.
204. Sheldon, Oliver. The philosophy of management. 296pp. London, New York, etc.; Sir I. Pitman & sons, Ltd., 1930. 249 Sh4
A stimulating discussion, by a British executive and student, of the significance of management, its fundamentals and the need of a scientific approach.
205. Shepard, J.L. Human nature at work. 219pp. New York, Harper & bros., 1938. L.C.
"A study of personnel methods based on many case histories illustrating different types of maladjustment to working conditions. The pernicious effect of worry or uncertainty is well depicted. A sympathetic, constructive approach to the employment problem."
206. Smith, D.H. The United States civil service commission, its history, activities and organization. Inst. Govt. Res. Serv. Monog. 49. 153pp. Baltimore, Md., The Johns Hopkins press, 1928. 280.9 In74 no. 49
207. Smith, E.D. Psychology for executives. A study of human nature in industry. rev. ed., 311pp. New York, Harper & bros., 1934. L.C.
Based on the actual experience of a thoughtful executive and student, this volume combines a sound grasp of psychological principles with first-hand knowledge of human reactions in work relationships. The appendixes contain applied analyses on how to deal with various basic situations.
208. Smith, E.W. Executive responsibility; staff and line relationships. Soc. Adv. Mangt. Jour. 3(1):29-33. Jan. 1933. 280.8 Sol22
Presents "a delineation of principles and points of view with respect to organization which have been applied with entire success" in the General Motors Export Company.
209. Stout, H.M. Public service in Great Britain. 189 pp. Chapel Hill, Univ. of North Carolina press, 1938. 280.171 St7
Bibliography, pp. 181-184.
210. Surface, F.M. Executives use of information. Spec. Libr. 28(6): 195-197. Jly/Aug. 1937. 243.8 Sp3
Suggestions for the best use of a library by executives.
211. Tead, Ordway. Human nature and management; the application of psychology to executive leadership. 2d ed., 336pp. New York, McGraw-Hill book co., inc., 1933. 140 T21
A valuable book in simple style which is a good one to read

after Glenn L. Gardiner's "Practical Office Supervision", or as a first book if only a few are to be read.

212. Tead, Ordway and Metcalf, H.C. Personnel administration; its principles and practice. 3d ed., thoroughly rev., 519pp. New York, McGraw-Hill book co., inc., 1933. 249.3 T222 ed.3
"Selected references" at end of most of the chapters.
The standard work in this field, combining a broad approach to the subject with concrete material dealing with administrative aspects of successful personnel work.
213. Telford, Fred. The essentials of a comprehensive personnel program. Civ. Serv. Assembly of the U.S. and Canada, Tech. Bul. 3. 16pp. Chicago, Ill., 1930. L.C. and Region 7 Library, SCS, Lincoln, Neb. and Region 9 Library, SCS, Spokane, Wash.
214. U.S. Civil service commission. Civil service act and rules, statutes, executive orders and regulations with notes and legal decisions amended to June 30, 1936. 248pp. Washington, U.S. Govt. print. off., 1937. 165 Ac8
215. U.S. Civil service commission. Modern personnel divisions the key to efficient management. U.S. Civ. Serv. Comm. Inform. Bul. [unnumb.] 5 unnumb. 1., processed. [Washington, D.C.] Dec. 3, 1938. 165 M72
This bulletin was prepared in order to answer requests from various administrative officers for more information about the advantages to departments and agencies of well-organized personnel divisions.
216. U.S. Dept. of agriculture. Graduate school. Administrative management, principles and techniques. A series of lectures by outstanding leaders in the management field delivered to the graduate school of the Department of agriculture, from October to December 1937. 108pp., illus. Washington [c1938] 1 Ag854A
"Books on administrative management and related subjects," pp. 106-108.
217. U.S. Dept. of agriculture. Graduate school. Elements of personnel administration; principles and techniques; brings together lectures and problems which were given in a short course held in the U.S. Department of agriculture Graduate school from April 5 to June 7, 1935. 102pp. [Washington, U.S. Dept. of agriculture, Graduate school, 1935. 1 Ag854
"Books on personnel administration and related subjects in the Graduate school library", pp. 101-102.
218. U.S. Forest service, California region. Handbook on personnel management and procedure... United States Forest service, Region five. 2v. Ogden, 1932-33. 1 F7626H
Compiled by Paul P. Pitchlynn.

219. U.S.National resources committee. The loan of expert personnel among federal agencies.A report prepared for the Land planning committee,by James W.Fesler,Sept.9,1935. 53pp. Washington,D.C.,1935. 173.2 N214Ln
220. U.S.President's committee on administrative management. Report of the committee,with studies of administrative management in the federal government.Submitted to the President and to the Congress in accordance with public law no.739, 74th congress,2d session. 382pp.,incl.tables,diags. Washington, U.S.Govt.print.off.,1937. 173.2 Ad6R
Part II,Studies of administrative management in the federal government is issued separately with title:Studies on administrative management in the government of the United States.
Contents. - Part I.Report of the President's committee;Part II.Studies of administrative management in the federal government.Personnel administration in the federal service,by F.W.Reeves and P.T.David;Financial control and accountability,by A.E.Buck;The general accounting office,by H.C.Mansfield;The problem of independent regulatory commissions,by R.E.Cushman; Departmental management,by A.W.Macmahon;Executive management and the federal field service,by J.W.Fesler;Government corporations and independent supervisory agencies,by Herbert Emmerick;The exercise of rule-making power,by James Hart;The preparation of proposed legislative measures by administrative departments,by E.E.Witte.
221. U.S.Soil conservation service.Division of personnel and training. Information concerning and procedure to be followed in the removal or discipline of employees. 8 numb.l.,mimeogr. Washington,1937. 1.96 P31I
222. U.S.Soil conservation service.Division of personnel and training. Selected papers and discussion from regional personnel officers conference,Division of personnel and training,Soil conservation service,March 16-18,1937. v.p.,mimeogr. Washington,D.C.,1937. 1.96 P43
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225. Urwick,L. Executive decentralization with functional coordination. Managt.Rev.24(12):355-368. Dec.1935. 280.8 M312
226. Walker,Harvey. Public administration in the United States. 698pp. New York,Farrar and Rinehart,1937. L.C.

227. Walters, J.E. Applied personnel administration. 335pp., illus. New York, J. Wiley & sons, inc., 1931. 249.3 W17
Written for use as a textbook with review summaries, suggested assignments, and many selected references. It emphasizes factory rather than office conditions.
228. Walters, J.E. Personnel management. Factory Managt. 94(12):Sup. S-334-S-344, illus. Dec. 1936. 291.8 M28
Chap. 4. Training and education.
229. Weakly, F.E. Applied personnel procedure. 192pp. New York, McGraw-Hill book co., inc., 1923. L.C.
The author discusses in a logical, practical way the interviewing and placement of employees, methods of recording labor turnover, methods of improving attendance, methods of promotion and transfer, job analysis and employee training plans, health service, welfare activities and employee representation plans.
230. White, L.D. Careers in the public service. Occupations 12(7):9-13. Mar. 1934. 275.8 V855
General article suggesting the opportunities in public service jobs.
231. White, L.D. Government career service. 99pp. Chicago, Ill., The Univ. of Chicago press, [c]1935. 283 W583
"The proposal contained in these lectures for a career in the higher branches of administration is formulated in detail. The details are relatively unimportant except as they furnish the basis for discussion and the suggestion of improvement. These are preliminary architects drawings, foreshadowing a new structure, but not prescribing its dimensions or contours."
232. White, L.D. Introduction to the study of public administration. rev. ed., 611 pp., tables. New York, The Macmillan co., 1939. 280 W59
Bibliographical foot-notes.
Pt. 1, Public administration: forms and trends; pt. 2, Structure and organization; pt. 3, Fiscal management; pt. 4, Personnel management; pt. 5, Forms of administrative action; pt. 6, The system of responsibility.
233. White, L.D. Personnel administration in the seventh decade. Pub. Personnel Rev. 1(1):1-9. Apr. 1940. 249.38 P962
234. White, L.D. Research in public personnel administration, scope and method; an outline of suggested research topics. 36pp. New York, Committee on public administration, Social science research council, 1939. 249.3 W58R
235. White, L.D. Trends in public administration. 365pp., illus. New York, McGraw-Hill book co., inc., 1933. 280.12 W582
236. White, Percival. Forecasting, planning and budgeting in business administration. 267pp. New York, McGraw-Hill book co., inc., 1926. 280 W58

237. Williams, J.H. The flexible budget: how to use it to organize, to coordinate, and to stimulate the activities of executives as well as to control expense. 288pp. New York, McGraw-Hill book co., inc., 1934. 249.2 W67
A readable analysis of budgeting written from the point of view of the budget as a tool of administration rather than a branch of accounting. It clearly explains the development of the flexible features of budgeting.
238. Willoughby, W.F. Principles of public administration, with special reference to the national and state governments of the United States. 720pp. Baltimore, The Johns Hopkins press, 1927. 280 WFP
The book is divided into four main parts. I. General administration and organization. II. Personnel. III. Matériel. IV. Finance.
239. Wilmerding, Lucius, jr. Government by merit; an analysis of the problem of government personnel. 294pp. New York, McGraw-Hill book co., inc., 1935. 249.3 W68
"The purpose of this analysis of the problem of government personnel (Number 12 in the Inquiry on Public Service Personnel) is to suggest ways of recruiting men of competence and character to the government service. It considers present and possible methods with respect to required and succeeding equipment, promotion, salary, prestige, etc. The various problems are boiled down to fundamentals."

PLACEMENT

240. Beatty, J.D. Thirty years of personnel and placement work at the Carnegie institute of technology. 63pp., tables. Pittsburgh, Pa., Carnegie institute of technology, 1938. L.C.
241. Bergen, H.B. How personality influences selection and placement. A brief discussion pointing to the need for more objective methods of personality measurement and better methods of personality training. Taylor Soc. Bul. 14(3):130-133. June 1929. 280.8 T21.
242. Bingham, W.V. Aptitudes and aptitude testing. 390pp. New York, Harper & bros., 1937. 275 B51
243. Davis, H.L. The young man in business. 172pp. New York, John Wiley & sons, inc., 1931. L.C.
A book which may be helpful, especially to younger supervisors, in personal development. Certain chapters might be suggested to young men or women who need guidance in fitting into an organization.
244. Freund, C.J. The college crop. Amer. Mach. 79(15):520-521. Jly. 17, 1935. 297.8 Am3
The psychological aspects of fitting engineering graduates to their first jobs.

245. Gilbreth, F.B. and Gilbreth, L.M. The three position plan of promotion. Amer. Acad. Polit. and Social Sci. Ann. 65(154):289-296. May 1916. 280.9 Am34
246. Hendrick, B.J. Fitting the man to the job. Harper's Mag. 134(799): 64-70. Dec. 1916. L.C.
247. Hoppock, Robert. Job satisfaction. 303pp., illus. New York, Harper & bros., 1935. L.C.
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This book is the result of an effort "to shed some light upon the question of how prevalent dissatisfaction is".
New Hope, Pennsylvania was chosen as a fairly typical community, large enough to include a wide variety of occupations, small enough to be studied economically. Every adult resident was asked to express himself as to why he did or did not like his job.
248. Nyman, R.C. A method of evaluating clerical jobs and employees. Taylor Soc. Bul. 13(4):170-173, illus. Aug. 1928. 280.8 T21B
Designed to serve as a basis for more scientific control of office problems and more intelligent placement of office workers.
249. Short, O.C. and Dow, E.F. Drop duds during probation. Personnel Jour. 17(5):168-174. Nov. 1938. 280.8 J824
The authors indicate that there is evidence that in private business and in governmental agencies not under civil service more workers found unfit during a trial or probationary period are dropped than in government departments under civil service.
250. Wadsworth, G.W., jr. Fit employees to their jobs. Personnel Jour. 16(5):165-170. Nov. 1937. 280.9 J824
"Keeping a worker in a position which he cannot handle is no favor to him. It also causes much wear and tear on supervisors."

RATING

251. Anderson, R.N. Measurement of clerical ability. A critical review of proposed tests. Personnel Jour. 8(3):232-244. Dec. 1929. 280.8 J824
"Batteries of tests in use for determining clerical ability are enumerated, briefly described and the methods and results of evaluation given. The author offers a criticism of the tests listed on these points: criterion, validity, number of cases, reliability and the concept 'general clerical aptitude.'"
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255. Hammond, A.M. Job analysis and merit rating. Soc. Adv. Mangt. Jour. 4(4): 100-104. July 1939. 280.8 S6122
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of the National Metal Trades Association "adaptable to any
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stability and expressiveness. Jour. Personnel Res. 4(1):7-19.
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more valid if the rater can give a reason for his opinion?
Can the data upon which intuitive impressions are based be
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particular reference to the New York City Civil Service, based
on studies of existing service rating systems, prior service

rating attempts in New York City, and the researches, writings, and experiments of some authorities in this field.

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Helpful for those whose work includes the interviewing of persons within or outside of the company.
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285. Frederic, K.A. Trained personnel for public service. 54pp. Washington, D.C., The National league of women voters, 1935. L.C.
Extent of the merit systems, the standards of selection and the supervision.
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1.To give the executive and supervisory forces a knowledge of company organization.
2.To give instruction in company policies and the opportunity

to analyze and discuss their operation.

3.To insure a clear understanding of department responsibilities and functional procedure.

4.To make clear the inter-relationships of the executives and supervisory personnel.

5.To stimulate constructive and cooperative thought on company problems.

6.To secure for management, from the supervisory group, an analysis of operating problems with suggested solutions.

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